



Compliance Action Plan

Presented to the Town of
Brentwood

August 14, 2018

Overview of Our Compliance Action Plan (CAP)

- **Formal “full” review**
 - At least twice a year;
 - To review overall collection service and communication;
 - Provide service improvements and validate progress
- **In addition, as needed:**
 - Technical assistance visits
 - Follow-up reviews



What?

Corrective Action Plan

The steps Bates will take to fully and permanently fix deficiencies so that we are in compliance with all Town of Brentwood contractual requirements.



What Bates will not Do

- “The Town is wrong; we’re doing OK.”
 - Corrective actions are not appealable.
- “I don’t understand.”
 - We will communicate our issues and daily progress on a consistent basis.
- “My staff won’t do what I tell them.”
 - We hold our entire team accountable.
- “We’ll try harder” or “We’ll do it right.”
 - We understand that vague promises of doing better is not enough. We will be result driven.



Who Will Be Responsible for the CAP?

- Responsible for ensuring accurate routing: **Corey Walker, Operations Manager**
- Responsible to ensure that the town receives reports consistently: **Brent Bates, Operations Supervisor**
- Responsible to ensure that the town is communicated daily consistently: **Gustavo Ramirez, Operations Supervisor**
- Responsible for ensuring complete collection: **Laton Marshall, Town Route Monitor**
- Responsible for communicating changes or misses: **Michelle, Givens, Operations Dispatcher**
- **Executive Team: To address any deficiencies not being addressed by the core team of the CAP**
 - Ylrico Alexander, General Manager
 - Carolyn Mills-Matthews, Chief Admin. Officer



What Measure Bates will use to Operate

- **S** = **Specific**
- **M** = **Measurable**
- **A** = **Action-Oriented / Assignable**
- **R** = **Realistic**
- **T** = **Time-Bound**



Corrective Action Plan (CAP)

August 14, 2018



#1 Issue: Bates is experiencing incomplete collections on scheduled service days

Issue	Corrective Action	Process	Responsible Person(s)	Goal	Dates
1. Our Crews , Route Monitors and Supervisors are running the routes without care of efficiency of collection	<ul style="list-style-type: none"> Work with the Towns Facility foremen to plan a collection route that is acceptable to the town 	Receive route review and training from the Town Facility Foremen	<ul style="list-style-type: none"> Collection Crews Route Monitors Supervisors 	To understand the Towns roads and to manage our route for efficiency and completion	No later than 8/30/2018
2. The map currently utilized by our route monitor and crews is not outlined properly and doesn't include all areas of the Town	<ul style="list-style-type: none"> Prepare a route map for each service we provide in the town that includes the full area of the Town along with a beginning point, mid point and end point per route. 	<p>Establish maps and share them with the Facility Foremen for the Towns input.</p> <p>Once approved train crews and route monitors on the new routes along with start, mid, and end points of collection</p> <p>Have all team members sign off on new process</p>	<ul style="list-style-type: none"> Collection Crews Route Monitors Supervisors Operations Manager 	<p>To provide The Town with maps to be able to easily find our trucks in the town on any scheduled collection day, based on start, mid and endpoints.</p> <p>To provide more consistency of service to Town on all of Bates scheduled collection days</p>	No later than 8/30/2018

#1 Issue: Bates is experiencing incomplete collections on scheduled service days cont'd.

Issue	Corrective Action	Process	Responsible Person(s)	Goal	Dates
3. If the crews are not in the town by 2p.m. there is often no communication of late collection	<ul style="list-style-type: none"> Bates Dispatch or Route Monitor must notify the Town Administrator via the established group email: 	Communication to inform the Town as soon as possible when Bates knows that collection will have a late start	<ul style="list-style-type: none"> Route Monitors Dispatch Supervisors (both) 	Inform the Town of the later than usual start	immediately
4. No opportunity to meet with management to discuss issues and plan for the future	<ul style="list-style-type: none"> Establish a weekly meeting with the Town Administrator and the Facility Foreman to discuss issues and progress of the collection crews 	Work with the Town representatives to determine the best time to schedule a set meeting time	<ul style="list-style-type: none"> Ops Manager Route Monitor Town Representative 	To develop stronger lines of communication with front line management and Town Representatives	TBD to begin the week of August 20th
5. Town does not currently receive update on their hotlist collection or any other reports	Provide Town with Daily collection report	<p>Report will include time in and time out of the Town and, Hot List Collection times.</p> <p>Provide the report to the Town within 24 hours or less of collection day.</p>	<ul style="list-style-type: none"> Dispatch Supervisor (Brent Bates) 	To regain the trust of the Town by managing effective communication to the town pertaining to all facets of our collections. Sharing information with the town so they are able to respond to residents immediately	Immediately

#2 Issue: Bates crews are damaging, and or not properly placing containers

Issue	Corrective Action	Process	Responsible Person(s)	Goal	Dates
1. Our Crews have been seen aggressively handling waste containers of residents whereby damaging several	<ul style="list-style-type: none"> All crews will go through classroom training and route training on the proper way to handle containers 	Crews will receive up to a 60 minute classroom training module "Do Not Damage the Merchandise"	<ul style="list-style-type: none"> Collection Crews Route Monitors Supervisors Safety 	To educate the crews on the value of the merchandise they handle of our customer and the importance of taking proper care in handling and professionally doing their jobs.	No later than 8/30/2018
		Supervisors, route monitors, and Safety will provide on route training and supervision of proper container handling		To ensure that classroom lesson is reflected on the routes and to provide consistent supervision and review of crews during their operation	ONGOING
				To improve overall crew performance for all collections in the Town	ONGOING

#3 Issue: Bates crews have been seen out of uniform while on their route in the Town

Issue	Corrective Action	Process	Responsible Person(s)	Goal	Dates
1. Our Crews have been seen without safety shirts or safety vest	<ul style="list-style-type: none"> Bates will reiterate company handbook policy regarding the absolute use safety uniforms/ safety vest while on routes, in company vehicle and during work time and on Bates property . 	<p>Crews review the policy and again sign off on their acceptance and understanding that uniforms at all times while working is a must.</p> <p>Supervisors, route monitors, and Safety will provide on route monitoring of uniform policy adherence. Citation can be given, fines and ultimately termination for failure to comply.</p>	<ul style="list-style-type: none"> Collection Crews Route Monitors Supervisors Safety 	<p>To maintain consistent professional appearance of all Bates Personnel.</p> <p>To allow the Town to easily identify Bates personnel</p>	<p>Immediately</p> <p>ONGOING</p>

In Summary

- The Bates Team understands the issues and concerns of the Town
- This CAP plan intends to address the Who, What, When, Where, & How's of getting our service back on track.
- It is our goal to “Be SMART” in our approach to recovery.
- And then make it happen!

